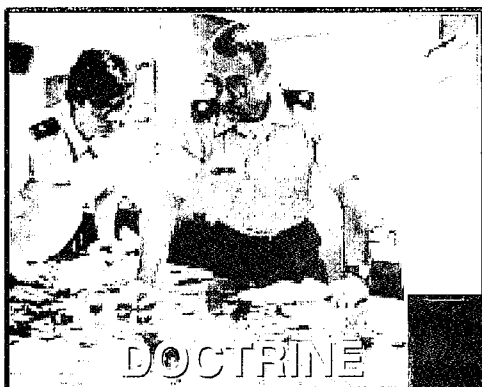


TRAINING AND DOCTRINE COMMAND

1ST QTR - FY95 UPDATE

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TRADOC WHERE TOMORROW'S VICTORIES BEGIN

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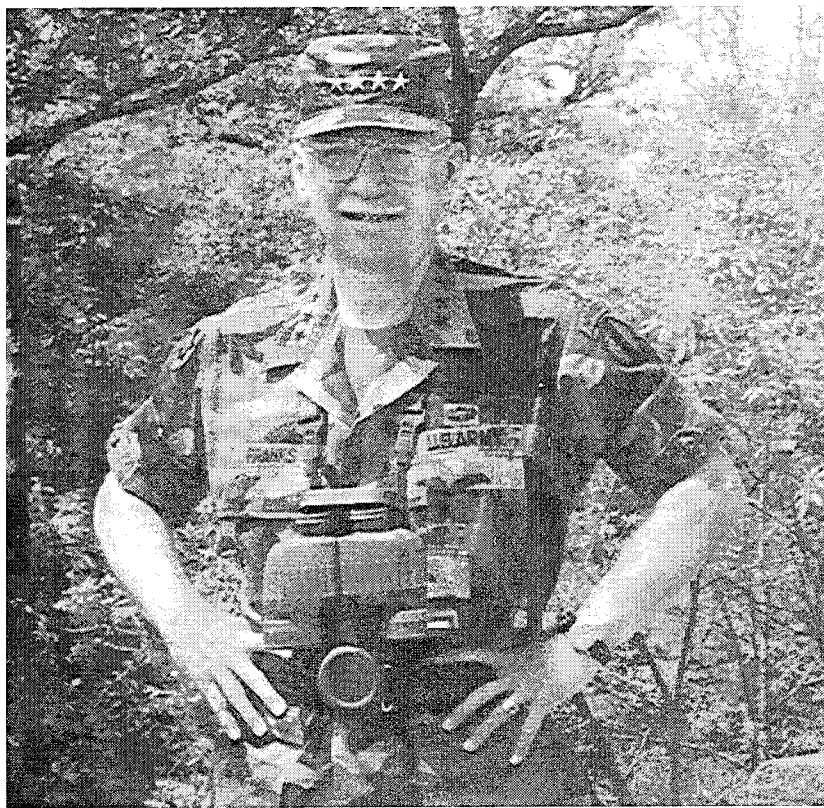
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GENERAL FREDERICK M. FRANKS, JR.

COMMANDER
U.S. ARMY TRAINING AND DOCTRINE COMMAND

This is a pivotal time for the Army and the Training and Doctrine Command. Momentous changes in the strategic landscape, changes in our nation, and changes to our force structure present challenges and opportunities for all of us to accomplish the missions required of the U.S. Army. The business of TRADOC is to meet these challenges by identifying, developing, and fielding capabilities that are the right combinations of Doctrine, Training, Leader Development, Organizations, and Materiel to support our Soldiers. Following are some of the Army/TRADOC initiatives that will impact on the Army, our soldiers, and organizations in the not too distant future.

DOCTRINE

TRADOC PAMPHLET 525-5

FORCE XXI OPERATIONS

A Concept
for
the Evolution of Full-Dimensional Operations
for the Strategic Army of the Early
Twenty-First Century

1 August 1994

The Army's doctrine lies at the heart of its professional competence. It is the authoritative guide to how Army forces fight wars and conduct operations other than war. Never static, always dynamic, the Army's doctrine is firmly rooted in the realities of current capabilities. At the same time, it reaches out with a measure of confidence to the future. Doctrine captures the lessons of past wars, reflects the nature of war and conflict in its own time, and anticipates the intellectual and technological developments that will bring victory now and in the future.

Army Doctrine

FM 100-5, Operations: The latest version of 100-5 was published last year on the Army's 218th birthday, June 14, 1993. As the Army's keystone manual, it focuses on warfighting, yet it addresses the full range of conditions within which the Army will operate. TRADOC has developed and fielded an education package containing teaching points on new concepts as they pertain to illustrated historical examples used in FM 100-5. The education package contains a CD-ROM disk, 35mm slide presentation, and video tape. Distribution has

been made to division level with sufficient copies for each brigade-size unit.

FM 71-3, Armored and Mechanized Infantry Brigade: U.S. Army Armor Center is proponent for this manual. They are writing it in concert with U.S. Army Infantry Center and School. The latest version of FM 71-3 incorporates new Army doctrine reflected in the 1993 edition of FM 100-5. The manual will include doctrine and tactics, techniques and procedures for armored and mechanized brigades in conducting operations across the entire range of military operations. (To be published 2QTR95.)

FM 71-2, The Tank and Mechanized Infantry Battalion Task Force: U.S. Army Infantry School is lead for this manual. The revised FM 71-2 will incorporate new Army doctrine reflected in the 1993 version of FM 100-5. The focus of this manual will be warfighting with considerations for operations other than war. It will provide TTP for employment of force as it exists and will provide annexes for digitization of the tank and mechanized infantry battalion task force. Draft outline will be published approximately six months after publication of FM 71-3.

FM 71-1, Tank and Mechanized Infantry Company Team: U.S. Army Armor Center is lead for this manual. Revised FM 71-1 will provide tactics, techniques and procedures for the M1A2 and Bradley company/team. It will refine mission profiles and provide TTP for heavy/light link-up and operations with task force scout platoons. Data collection is ongoing; manual revision is programmed to begin upon publication of FM 71-2 and FM 71-3.

FM 71-100, Division Operations: Addresses tactical operations of the division in war. Focus is on division deployments and war fighting. It will apply new concepts addressed in FM 100-5 to division operations. The new FM 71-100 will be integrated both vertically and horizontally with recently written field manuals such as FM 101-5, Battle Command for Commanders and Staff; and TTP manuals FM 71-100-1, Armor and Mechanized Division Operations, FM 71-100-2, Infantry Division Operations, FM 71-3, The Armored and Mechanized Brigade and FM 7-30, the Infantry Brigade. (Initial draft sent out 4QTR FY94.)

FM 100-6, Information Operations: Will be the Army's capstone manual on how to win the information war in military operations now and into the 21st century. It identifies information as an essential element of military power at the strategic, operational, and tactical levels. It also defines the ways in which information will impact joint, combined multinational, or interagency operations. It addresses the framework that will enable a commander to influence available information, protect his ability to sense, process, integrate, decide, act on that information, and attack his adversary's ability to do the same. (To be published 2QTR FY95.)

FM 100-7, Decisive Force: The Army in Theater Operations: The Army's capstone manual for conducting operational level activities linking tactical level actions to theater objectives. This manual describes the requirement for the Army Service Component Commander (ASCC) to perform the three strategic and operational level roles: establish joint, combined, interagency, nongovernmental agencies, and private voluntary organization linkages; conduct support operations; and conduct operations. (To be published 1QTR FY95.)

FM 100-8, The Army In Multinational Operations: Will be the Army's capstone manual for conducting multinational operations. This manual addresses multinational command relationships and leadership considerations. Factors affecting planning and possible coalition alliance command structures are examined in FM 100-8. Also included are functional considerations for the combined commander at the operational and tactical levels. (To be published 2QTR FY95.)

FM 100-15, Corps Operations: The new FM 100-15 will bring corps doctrine in line with current Army doctrine. The central focus of the manual will be warfighting and will also address force projection operations in war and operations other than war. FM 100-15 will also address the structure of the battlefield and battle command of the corps. Finally, it will delineate battlefield responsibilities in the joint environment, to include operations as a JTF/ARFOR headquarters. (Initial draft was published 4QTR FY94.)

FM 100-16, Army Operational Support: Addresses operational level logistics and support - CONUS through theater level. It specifically addresses support functions and organizations; command and control; soldier services; combat health service support; engineer support; military police support; intelligence; signal; special operations; rear area operations; and NBC. FM 100-16 also reflects the current Army focus on contingency operations and force projection. (To be published 2QTR FY95.)

FM 100-17-1, Army Pre-positioned Afloat: This manual describes Army Reserve-3 (PREPO AFLOAT) operations to include missions, capabilities, command relationships, communications, and security. It discusses the organization, responsibilities, and command relationship ranging from the National Command Authorities, Joint Chiefs of Staff, Combatant Commander (CINC), to the Brigade Commander performing the PREPO AFLOAT mission. (To be published 1QTR FY95.)

FM 100-18, Space Support to Army Operations: Will be the Army's capstone manual on how to use space system capabilities to enhance mission accomplishment across the full range of military operations to include operations other than war. It emphasizes enhancements offered by space systems in communications, theater defense, position and navigation, reconnaissance, intelligence, surveillance, and target acquisition (RISTA), and weather and environmental monitoring. This manual provides a foundation for leader development, training, and space-related modernization initiatives that support the Force Projection Army's missions and provides soldiers with a decisive advantage worldwide. It is relevant from the highest levels of command to the soldier in the foxhole. (To be published 2QTR FY95.)

FM 100-19, Domestic Support Operations: Describes the concept, interface, and process of providing Army assistance to U.S. civil authorities. It serves as a reference for service and professional military education and includes mandated and legislated requirements. It includes considerations and principles for command and staff planning and execution. FM 100-19 incorporates lessons learned from numerous operations and recognizes the

requirements dictated by the National Military Strategy. Coordination with DA staff, TRADOC, MACOMs, CINCs, joint staff, and federal, state, and local governmental agencies is being conducted to ensure harmonized actions. Finally, this manual emphasizes the linkages of interagency operations and missions. (Published 4QTR FY93.)

FM 100-23, Peace Operations: Provides guidance to commanders for conducting the full range of missions in support of international peacekeeping and peace enforcement efforts. This manual addresses the special requirements of these operations, to include planning, force tailoring, command, control, coordination, liaison, logistics and intelligence. It also reviews the unique operational environment of peace operations, including United Nations and non-United Nations' operations, as well as the requirements for operations in the interagency arena and with multinational forces and non-governmental organizations. It applies the principles of operations other than war and tenets of Army operations to peace operations and examines the variables of consent, use of force, and impartiality. (To be published 1QTR FY95.)

(POC Army Doctrine Mr Larry Yuditsky, DSN 680-3691/PROFS YUDITSKL)

Intelligence

TRADOC Pam 350-12 thru 17, Heavy/Light Opposing Force (OPFOR) Handbooks: The TRADOC DCSDOC Directorate of Intelligence is proponent for this pamphlet series. These manuals empower OPFORs with a capabilities-based organization and doctrine meant to replicate the full range of operational threats. The focus of the series is a thinking OPFOR at CTCs, home station training, and simulations and modeling. (To be published 1QTR FY95).

(POC - Intel Mr Stephen Svelan, DSN 680-2505/PROFS SVELANS)

Joint Doctrine

JP 3-0, Doctrine for Joint Operations: TRADOC has written 10 joint publications that the joint staff has approved and published. The most significant of those is JP 3-0. It is the joint keystone operations equivalent of FM 100-5 and affects most other important pubs in the joint system. (Published 4QTR FY93.)

JP 3-07, Joint Doctrine for Military Operations Other Than War: Expands the discussions in JP 3-0 of the principles and considerations associated with joint operations below the level of large scale, sustained combat operations. (Published 4QTR FY94.)

JP 3-09, Doctrine for Joint Fire Support: Clarifies relationships and responsibilities for those fires that assist land and amphibious forces to maneuver and control territory, populations, and key waters. Included are discussions on issues such as FSCL, Joint Targeting Coordination Board (JTCB), and relationships between air, land, and sea components. (To be published 2QTR FY95).

JP 3-18, Joint Doctrine for Forcible Entry Operations: Provides guidance concerning joint forcible entry operations. This publication addresses forcible entry principles concerning C2, planning, execution, and support, as well as the interface between airborne, special operations forces, and naval expeditionary forces (amphibious forces). (To be published 4QTR FY95.)

JP 3-18.1, Joint Airborne and Air Assault Operations: Provides guidance on employment of airborne and air assault forces. This publication integrates existing Service doctrine into a single source publication that addresses principles of C2, planning, execution, and support requirements involving airborne and air assault operations. (To be published 4QTR FY95.)

JP 3-56, Command and Control of Joint Operations: Expands JP 3-0 discussion of various command relationships. Discusses formation of joint operations areas and subordinate component areas of operations. (To be published 2QTR FY95.)

JP 5-00.1, Doctrine for Campaign Planning:

Discusses techniques for designing campaigns from deployment through redeployment in war and operations other than war. (To be published 2QTR FY95.)

(POC Joint Doctrine COL Rowlett, DSN 680-3153/PROFS ROWLETTR)

Future Doctrine

The scope and pace of change today require the Army to stay ahead doctrinally. We think we know enough about the future to act now. Therefore, we are working several future doctrine initiatives; principal among them is TRADOC Pam 525-5, signed by GEN Franks 1 August 1994. Titled Force XXI Operations, A Concept for the Evolution of Full-Dimensional Operations for the Strategic Army of the Early Twenty-First Century, this version of 525 is unlike previous versions. It is more conceptual; and it is intended to be a living document, designed to stimulate thought, sharpen focus, and generate discussion of future joint land operations. The concept looks at the impacts of strategic change and revolutionary advances in information technology. Quality soldiers and leaders are at the center of the concept. Its central theme describes how rapidly tailoring units to missions will be increasingly possible because of the growing ability to share and move information rapidly among these quality soldiers, leaders and units. TRADOC Pam 525-5 also addresses these points: first, that coexisting hierarchical and nonhierarchical command and information systems will enable battlefield coherence through shared knowledge vice physical means; and second, that common, relevant, situational awareness will full advantage capabilities of commanders, soldiers, and weapons technology.

(POC Future Battle COL Starry, DSN 680-4126/PROFS STARRYM)

International Army Programs

In support of the National Military Strategy and to enhance the U.S. Army capability for multinational operations, TRADOC remains extensively involved in international activities with allied and friendly armies. Involvement includes bilateral staff talks and conferences with

11 armies, participation in approximately 40 multinational working parties, and in excess of 20 subject matter expert exchanges (SMEEs) each year with Latin American countries. During the first quarter FY95, TRADOC will represent the U.S. Army in bilateral staff talks with Korea and Japan in October, Spain and Brazil in November and conduct Steering committee meetings with the French and Germans in December. In addition, TRADOC will host two Russian visits in October and sponsor SMEEs with Venezuela and Brazil in November and Argentina in December.

(POC IAPD COL Whittenberg, DSN 680-2741/PROFS WHITTENS)

CINC Support Program

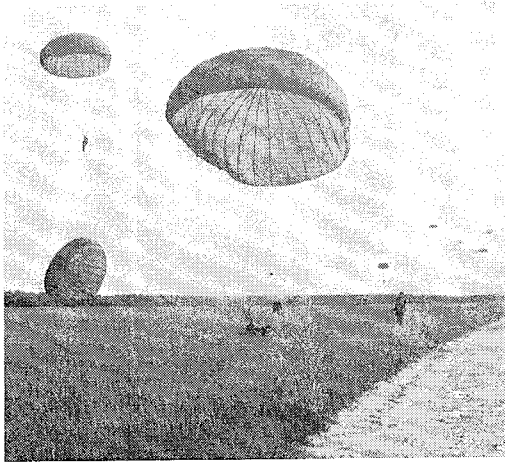
The CINC Support Program represents a major initiative by which TRADOC provides support to warfighting CINCs on behalf of the Chief of Staff of the Army. The concept of the program is to assist CINCs in accomplishing their missions and objectives through a program of focused and responsive support in the areas of doctrine, training, leader development, organizations, materiel, and soldiers (DTLOMS). The cornerstone of this program is an annual TRADOC team visit to CINCs. In FY94 visits have been made to USACOM, FORSCOM, SPACECOM, USFK, PACOM, and CENTCOM. During the 1st Qtr FY95, TRADOC will visit SOUTHCOM and EUCOM. A significant trend in support throughout the CINC's area of responsibility has been training of joint forces, peace operations and recognition of multinational environments.

(POC CINC SPT LTC Lewis, DSN 680-2298/PROFS LEWISC)

TRAINING

Our challenge is to maintain the essence of our education and training system, the Army University, not the pieces. This means a quality school system, but not necessarily at the current locations. Our training strategy must utilize the best combination of live, virtual and constructive simulations, and simulators. This strategy must unite the many ongoing efforts into a clear, coherent vision to produce trained and ready units

in the environment of the next century. Some of our efforts in that direction follow.



Military Training Structure Review: In January 1993 the Services Interservice Training Review Organization (ITRO) initiated a three year, Joint Chiefs of Staff directed, effort to eliminate training duplication and create savings. Consolidation of Calibration, Helicopter Maintenance, and Water Survival training resulted from calendar year 1993 decisions. To date, ITRO has initiated more than sixty studies and is working to implement the following training consolidations/collocations approved during 1994: Civil/Construction Engineer (At Fort Leonard Wood, MO, Gulfport, MS, Sheppard AFB, TX, Port Hueneme, CA, Aberdeen Proving Ground, MD, and Goodfellow AFB, TX), Motor Vehicle Operator (At Fort Leonard Wood, MO), Food Service (At Fort Lee, VA), Welder (At Aberdeen Proving Ground, MD); and Corrections (At Lackland AFB, TX).

(POC - Mr. Shepherd, DSN 680-5645/PROFS SHEPHERE)

Future Army Schools 21 (FAST): FAST has transitioned into the Total Army School System Coordination Activity (TASSCA). Thier future goal is a school system that makes the component of the institution and the instructor transparent to the student; oversees the Region C Pilot now underway through FY95 for evaluation; impacts all proponents through the functional area: Combat, Combat Support, Combat Service Support, Leader Development, Officer Education, and Helath Services. Bottom line is for instruction to include a common curriculum across component boundaries.

(POC - LTC Armstrong, DSN 680-5526/PROFS ARMSTROJ)

Distance Learning: The application of Multiple Means and emerging technologies to deliver standardized training (Individual, Collective, and Self Development) at the right place and the right time. It is being applied to a full range of Terminal Learning Objectives, for both leadership as well as technical skills. Multimedia applications include Video Teletraining, Computer Based Instruction, Asynchronous Computer Teleconferencing, Video Tape, and Paper Based Training Products. Initial applications of this new technology can be found in the Region C - FAST Pilot Program (FY94-95), CMF Training for the RC at Ft. Knox, 13 CMF Training for the RC at Ft. Sill, NCOES Enhancement for the RC at Ft. Bliss, and Language Sustainment Training at DLI.

(POC - Mr. McCarthy DSN 680-5536/PROFS MCCARTHP)

Army Training XXI (ATXXI): Army Training 21 is a structured training system to assist commanders, platoon through Joint Task Force (JTF), in the planning, preparation, execution, and assessment of training in the future. The focus integrates the entire spectrum of the Army's training programs. It includes unit, institution, and self-development training and provides the vision, concept and methodology to develop their goals and objectives. It established the concept on how the US Army intends to train for operations on the battlefield in the future. Develops a management plan that will horizontally and vertically integrate training and assigns proponents future developmental efforts.

The Army's goal is to execute tough, realistic field exercises as our primary means of training. However, increasing constraints limiting training effectiveness and rapid technological growth points out a need to create synthetic battlefields by developing new capabilities in Training Aids, Devices, Simulators, and Simulations (TADSS). TADSS should be used to supplement live training. The ATXXI concept design is to build this synthetic battlefield and integrate it with automated training management tools, providing commanders a flexible menu of structured exercises that can be trained through the use of live (instrumentation, MILES), virtual (UCOFT,

SIMNET, CATT) or constructive (staff simulation exercises i.e., BBC, CBS, WARSIM 2000) training replicating different combat conditions.

(POC - Mr. Klesch, DSN 680-5534/PROFS KLESCHJ)

Classroom 21: Classroom 21 will be a modernized classroom electronically networked and capable of assessing digitized training materials, archived materials, and information from unlimited sources. It will possess the ability to bring the battlefield into the classroom through video teletraining, computers, simulations and simulators. Students will be able to participate in horizontally and vertically integrated training scenarios with soldiers from other Army schools, CTCs, units, and eventually other services. Ft Eustis has been designated as the first model classroom. Projected completion date is Jan 95.

(POC - Ms. Moore, DSN 680-5527/PROFS MORREM)



Training Aids, Devices, Simulations, and Simulators (TADSS):

Current thrust is the review and integration of system and non system requirements to achieve a balanced TADSS investment strategy in support of Force XXI training needs. The Army Training XXI Campaign Plan will set the azimuth for validation and prioritization of TADSS and form the basis for harnessing and training Sim2 technology initiatives. Initial efforts will focus on Maneuver Heavy/Light Sim2 requirements, with the first meeting scheduled at Ft. Knox during the mid-Nov 94 time frame. This effort executes guidance from the June 94 Sim2 Functional Review and subsequent Sim2 PAT on the integra-

tion Test Evaluation Management Office (TEMO) domain Sim2 requirements. Results of these efforts will feed the WFLA/POM process and ultimately provide the fiscal resources to meet Div XXI training objectives.

(POC - Mr. Ronnenberg DSN 927-2446/PROFS RONNEBED)

Operations Group Delta - JTF Training: Battle Command Training Program (BCTP), Operations Group D is tasked with the mission to prepare Army organizations for joint command and control roles. They work closely with Army service component commanders and Warfighting CINCs to bring the rigor of BCTP to joint exercises, in which an Army organization is acting as a JTF or ARFOR HQs. The primary training audience is the corps in a joint role, but divisions and ad hoc joint organizations have been supported. The team is capable of providing home station seminars, support to exercises, and support to operational missions.

(POC - LTC Huddy, DSN 680-5739/PROFS HUDDYK)

LEADER DEVELOPMENT

"Today's Army is growing into the future precisely because we have invested the time, money, human ingenuity, and hard work in leader development over nearly two decades. As we grow we must retain the essence of our leader development process - its warfighting focus. The basics must come first: troop leading procedures; the command estimate process; and intelligence preparation of the battlefield, to name a few." These thoughts from GEN Sullivan will focus our efforts in the future. We will strive to maintain the finest leader development system in the world in all areas. Some key initiatives are:

Land Warfare University: The Training and Doctrine Command (TRADOC) is re-engineering and modernizing to advance and achieve a vision for America's Land Warfare University of the 21st Century.

Although reduced defense expenditures challenge TRADOC's near-term capability to protect the excellence in training and leader development, it continues to provide the American Army

confident and competent soldiers and leaders. Simultaneously, the Command is posturing itself for a long-term campaign to prepare the Army, its soldiers, and leaders for 21st Century challenges.

To meet near-term fiscal decrements, decisions are being made to balance resources against mission requirements. Decisions to date have included elimination of selected functional courses, reduction of the selection rate for attendance at the Command & General Staff College, and reduction of selected Advanced Individual Training course lengths.

In the long-term, fewer training installations will be operated by TRADOC to reduce resource expenditures. Capital investments in remaining installations will be vital to conducting warfighting and training experiments, modernizing classrooms and support facilities, and applying state-of-the-art education and training teaching methods in constructive, virtual, or live environments.

America's future Land Warfare University will be fully inter-netted with Army schools, Combat Training Centers, other Service institutions, Reserve Components, government, academia, and industry. This inter-net will be fully linked in the Total Army School System, interactive, and accessible to units, institutions, and individual soldiers and leaders on an information highway network. Access to inter-net in the future will serve as a unit operational capabilities multiplier and a conduit to advance individual training and educational processes.

(POC - LTC Burwell, DSN 680-5618/PROFS BURWELLJ)



Nine-Month Sergeants Major Course: This expanded course begins in Aug 95 and will provide warfighting and logistics instruction equal to the demands of a Force Projection Army. This year marks the first Sergeants Major Academy class to complete the entire NCOES program, from PLDC through Sergeants Major Academy. Sergeants Major will be trained in a state-of-the-art facility and will be ready to meet any challenge.

(POC - Mr. Jones, DSN 680-5673/PROFS JONESR)

Officer Foundation Standards (OFS): A system that standardizes officer institutional training and provides a tool for use by commanders and individual officers. Focus is institutional common core, can be used for reference tool in the field. Center for Army Leadership has undertaken conversion of the existing Military Qualification Standards (MQS) to OFS following a Chief of Staff, Army directed and approved review. OFS project takes place concurrent with common core revision and serves as foundation for revising common core for remainder of OES (CAS3 and CGSOC) and WOES/NCO training. Leveraging technology, OFS will be developed utilizing the Automated System's Approach to Training and produced on CD-ROM versus paper products.

(POC - CPT Antonio, DSN 680-5660/PROFS ANTONIOR)

Self-Development Test (SDT): This test, which replaces the Skill Qualification Test, supports all three pillars of leader development. The AC began taking the SDT for record this year; the RC begins in FY 95. Ninety-four percent of all soldiers SGT through SFC are covered by the SDT in FY 94. Test schedule is published in DA CIR 350-94-1. Commanders play a key role by mentoring, ensuring availability of study references, and using the results in local promotion boards to determine points for duty performance. Commanders are essential for the success of this new program.

(POC - SGM Novak, DSN 680-5672/PROFS NOVAKJ)

ORGANIZATIONS



We have observed through constructive and virtual simulation that significant increases in lethality, survivability, and tempo are possible in existing organizations using current doctrine when digital communications are integrated horizontally and vertically across combined arms teams.

New Organization Design for the Armored

Cavalry Regiment: The 2d ACR is a force projection organization designed for rapid deployment with global utility. It has operational and tactical utility and can be effectively deployed in mature and austere theaters. It contains an appropriate mix of air/ground forces; is rapidly deployable by air; has a self-contained CSS capability, high tactical mobility, and all weather capability; and has the ability to employ long range division, corps, and joint fires. The regiment consists of three CAV squadrons with three CAV troops each; the troops consist of two HMMWV Scout and two HMMWV-TOW pure platoons. These platoons can be task-organized based on mission, enemy, terrain, troops available and time (METT-T) requirements, and eventually the HMMWV TOW will be replaced by the Armored Gun System (AGS). This organization also includes a regimental AVN Sqd (MPLH), EN, MI, CM, ADA units, and a support battalion. Current systems include HMMWV, 155mm towed, MPLH, Avenger, ACE, and Volcano. Modernization systems include AGS, UAV, Comanche, and Javelin. This force will be a premier cavalry organization with

light equipment and will be used to complement other Early Response Forces. Activated Aug 93.

(POC - Mr. Klug, DSN 464-1149/PROFS-KNOX1(KLUGD))

Heavy Division CAV Squadron Redesign:

New design added third ground troop (3 ground, 2 air), 27 M1A1 or M1A2 tanks, 41 CFV, with 8 AH-1 and 12 OH-58C helicopters or 16 OH-58D helicopters, and 2 per troop 4.2 or 120mm mortars. Created pure tank and CAV platoons (2 each); new concept will allow the commander to mix and match capabilities to respond to varied METT-T situations. Simplifies training and leader development (single weapon system units).

(POC - Mr. Klug, DSN 464-1149/PROFS-KNOX1(KLUGD))

DISCOM Redesign Initiative: Standardized the organization of all light division DISCOM's with the heavy division DISCOM. This redesign improves C2 flexibility and provides a one-stop CSS support capability for combat units. The organization consists of an HHC/MMC, a MSB, and three FSB's containing the maintenance, transportation/supply, and medical support assets. The Abn/Aslt /LID DISCOM will provide DS and limited GS support to all divisional units and will be supported by the Corps ASG. This new organization has recently been implemented.

(POC - LTC Pienkowski, DSN 680-4415/PROFS PIENKOWJ)

NBC Biological Integrated Detector System

(BIDS): Supports CINCs with early warning, detection, location, and identification of biological agents. The system includes a detector suite contained in a shelter mounted on a heavy HMMWV. Five platoons utilize 7 BIDS per company. FUE 4QFY96.

(POC - CPT Welcer, DSN 680-4412/PROFS WELCERS)

Aviation Restructure Initiative (ARI): Standardizes the Army aviation structure. It involves a total relook/redesign of Army aviation to realign aviation units/organizations with the reduction in force structure. The initiative standard-

izes ASLT/ATK Companies, provides a separate AVN SPT BN in heavy divisions within the DISCOM, forms a general AVN SPT BN, creates homogeneous (single aircraft) organizations, fixes aviation sustainment weakness, and retires old aircraft. This initiative is currently being implemented.

(POC - LTC Prewitt, DSN 680 4245 /PROFS PREWITTD)

MI Restructure Initiative: New design leverages national and theater assets and creates a seamless downward/focused capability. It improves responsiveness to commanders (near real time) and balances intelligence functions. As a result of this initiative, structures are more tailorable and better support split base operations. All source dissemination through ASAS (graphics, data, etc.) common ground stations will provide common view and increase understanding of a seamless battlefield.

(POC - Mr. Vittorini, DSN 680-4067/PROFS VITTORID).

Echelons Above Corps (EAC) and Division Redesign: A holistic review of the force. It focuses on echelons other than division/echelons other than corps (EOD/EOC) in order to validate or redesign the current organization and force structure to fit the range of missions for the Force Projection Army. The intent is to more effectively and efficiently accomplish strategic and tactical force packaging and provide for better identification of minimum mission essential wartime requirements (MMEWR). We have conducted two TRADOC-wide reviews and have identified those units/organizations that do not fit the force projection mold and consequently need to be changed or redesigned. Proponents are currently in the process of aligning organizations with new doctrine (FM 100-5, FM 100-7) with the goal being to begin implementation of redesign efforts in the ongoing TAA-03 and to be completed by TAA-05.

(POC - COL Meyer, DSN 552-8646/PROFS-LEA1(MEYERK))

Force Provider: FP is a concept for and design of a Force Provider Company that will provide quality of life support functions for individual soldiers in undeveloped theaters. Company will

be composed of six modular platoons (flexible capability) that can be combined to provide support for up to a brigade size force. Modules consist of kitchens, showers, laundries, environmentally controlled billets, latrines, and morale support items that can provide a rest and relaxation facility during staging, movement, and reconstitution. Stored ready for use, one module can support approximately 550 soldiers/personnel. Other FP uses include humanitarian aid and disaster relief. One company (first module) has been activated and is located at Ft. Bragg, NC. A company is to be activated at Ft. Hood, TX, in FY95, and 4 other units planned in the USAR in FY96. Two equipment sets are being placed on pre-positioned ships. To date a total of 9 of 36 modules (equipment sets) have been funded.

(POC - Mr Vittorini, DSN 680-4067/PROFS VITTORID)

Postal Operations Platoons and Companies: To alleviate DS/ODS deficiencies in postal operations (no GS support, throughput, sorting, directory, and MHE capabilities), TRADOC has redesigned postal organizations. New organizations are modular in structure and include GS postal operations platoon and up to six service (DS) platoons. Company capabilities can be tailored based on force deployed and will be especially equipped to operate in undeveloped theaters. Some key capabilities include improved bulk and unit breakdown and distribution, dispatch of outgoing mail, postal finance, directory, casualty mail, intratheater and international mail services. Anticipate E-DATE of FY97.

(POC - Mr Vittorini, DSN 680-4067/PROFS VITTORID)

MATERIEL

Continued budget cutbacks and downsizing of our force have made it imperative that the Army analyze future warfighting capabilities of the force by evaluating, identifying, and prioritizing "Critical" battlefield systems that best support the Army's "Vision of the Future Battlefield." TRADOC, as the architect of the future Army, has the responsibility to provide an organized, trained, and well equipped modern force capable of maintaining the battlefield edge and to achieve

Land Force Dominance as the Army transitions into the 21st century. A means of achieving this goal is the leveraging of technology and modernization of our future organizations, so necessary if we are to maintain the combat superiority we now enjoy. In the next few years, you will see a multitude of system upgrades and fieldings. Some of the materiel improvements are:

Digitization: The application of information technologies to acquire, exchange, and employ digital information throughout the battlespace. Leverages digital technology and moves digital data between combat platforms by adding seamless connectivity foxhole to NCA. Digitization operationally enhances the situational awareness and force synchronization on the battlefield, while enhancing target acquisition and revolutionizing direct and indirect fires roles. Army objective to digitize brigade in FY96 and division in FY97.

(POC - Mr Poynter, DSN 680-3874/PROFS POYNTERD)

2d Generation FLIR: This upgraded system will increase our capability of "owning the night" by maximizing the effective range of weapon systems, increasing the commander's situational awareness, and decreasing decision time to synchronize fire and maneuver. Along with the digitization effort, this initiative will increase our battlefield situational awareness and thus reduce fratricide. FLIR FUE are: BFVA3 = FY00; M1A2 = FY00; AGS(M8) = FY01; LRAS3 = FY01.

(POC - Herm Schmidt, DSN 680-2415/PROFS SCHMIDTH)

Asset Visibility Tracking: This new Army distribution system will allow our forces to obtain asset visibility and maintain control of all containerized classes of supply. This will be accomplished by the use of radio frequency tags, automation, and satellite tracking to inventory cargo container contents and decrease manhours in locating specific critical classes of supply for the field (a major issue during ODS). It will allow In-Transit Visibility Total Asset Visibility, a new capability of accurately tracking materiel from the factory to the foxhole, in support of force projection logistics. FUE to CONUS Contingency Corps FY96.

(POC - Mr Van Alstine, DSN 680-3019/PROFS VANALSTP)

M113A3 (Upgrades): These improvements will allow the M113 mobility matching the rest of the maneuver forces. Upgrades to the M113 consist of external fuel tanks, A3 RISE Power (engine and cross drive transmission upgrades), enhanced armor protection, ramp and belly armor, and improved driver controls. FUE FY94, completion FY02.

(POC - SFC Bridier, DSN 680-4078/ PROFS BRIDIERJ)

Thermal Weapon Sight (TWS): A replacement for the AN/PVS-4, AN/TVS-5, and AN/PAS-7. This sight uses thermal technology which performs well on severe darkness, adverse weather and obscurant. It has one main body and three interchangeable front optics which change field of view, power, and range. FUE FY96

(POC - SFC Bridier, DSN 680-4078/PROFS-BRIDIERJ)

Improved Mortar Ballistic Computer (MBC): Replaces current M23 MBC. The IMBC will use state-of-the-art technology to provide digital message capability and mortar firing data communications. Funding for FP1 only; FUE FY97.

(POC - LTC King, DSN 680-3949/PROFS KINGM)

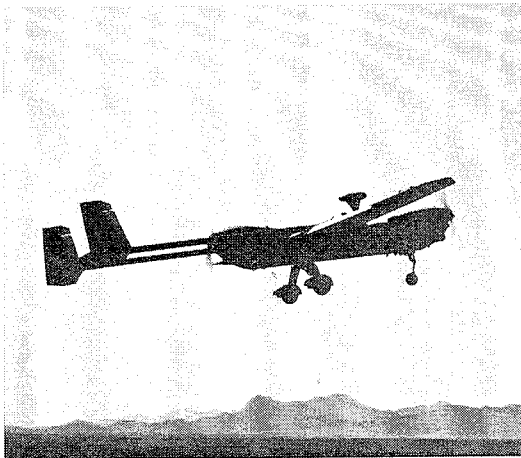
Commercial Space Package (CSP): The concept behind the CSP is to field a limited, but affordable, near-term space support capability in each of our fielded corps and divisions, today. CSP is one of several initiatives in TRADOC intended to transition the Army into the 21st century. CSP consists of a commercial satellite and ground station networked to provide JTF/Army commanders with a robust communications, weather, and multi-spectral imaging capability. FUE FY95.

(POC - MAJ Congo, DSN 680-2843/PROFS CONGOK)

HIGHLIGHTS OF OTHER SYSTEMS BEING FIELDIED ARE:

"Hunter" Joint Tactical Unmanned Aerial Vehicle (UAV): The first of 24 Army-bound Hunter UAV RISTA systems (Corps, Division, and ACR - except Light Infantry) rolled out at Ft Huachuca, AZ, in May 1994. This new, near all weather, 250km+ range, better than 8 hour mission capable, FLIR/TV real time imagery system will FUE at HQ III Corps in Apr 95. Future additional payloads include Comms/data Relay, MTI Radar, and minefield detection. Hunter is the first of a family of UAV which will include Endurance UAV at EAC and Maneuver UAV at maneuver brigade and light infantry division.

(POC - Mr. Undercoffer, DSN 680-3441/ PROFS UNDERCOJ)



Air Volcano: UH-60 mounted mine launcher, can dispense 960 mines in less than 30 seconds. FUE FY95.

(POC - LTC Volz, DSN 680-2286/ PROFS VOLZR)

Kiowa Warrior: Advanced Armed Reconnaissance Helicopter capable of flying in day and night; weapon systems consist of Hellfire Missiles, 2.75 inch rockets and .50 Cal MG.

(POC - CPT Lowery, DSN 680-3992/PROFS LOWERYJ)

M1A2 (Digitization): Tactical information/ graphics, increased speed and accuracy of information flow, increases combat effectiveness. M1A2 FUE FY96 to 1st CAV Division.

(POC MAJ GILLIS, DSN 680-4389/PROFS GILLISJ)

Guardrail Common Sensor (GRCS): A corps/echelon above corps airborne signal intelligence (SIGINT) system capable of detecting, acquiring, identifying and accurately locating high payoff C3I targets and weapons systems to range exceeding 350 kms from the airborne platform. Location accuracies are within specifications for ATACMS/MLRS. This precision radio frequency emitter locating system providing direct sensor to shooter linkage is to be fielded to aviation, artillery, and air defense in FY95.

(POC - Mr. Helderman, DSN 680-3441/PROFS HELDERMC)

Global Positioning System (GPS): Space-based POS/NAV system provides accurate 3-dimensional position, velocity, and time information; fielding of Precision Location GPS Receivers (PLGR) is ongoing. FUE FY94.

(POC - Mr Gassaway, DSN 680-5858/PROFS GASSAWAW)

Enhanced Position Location Reporting System (EPLRS): A low-to-medium speed data transmission with a position navigation capability. EPLRS supports the Army Tactical Command and Control System Concept by providing the data communications connectivity between Battlefield Functional Areas Automated Systems. EPLRS fielding starts 2QFY95 to 1st CAV Div and will be fielded to the contingency Corps.

(POC - Mr Gassaway, DSN 680-5858/PROFS GASSAWAW)

Digital Topographic Support System (DTSS): DTSS is a tactical, computer-based system which provides automated analysis of the terrain, allowing commanders to see the battlefield in a manner never possible for mission planning and execution. System is being fielded now at division and corps to improve commanders' knowledge of terrain impacts on operations and to support IPB. Data is passed to brigade/battalion from division.

(POC Mrs. Hanks, DSN 680-3273/PROFS HANKSJ)

Combat Identification: This horizontal technology initiative is a multi-phased program to field combat identification devices to complement improvements in DTLOMS. Combat Identification program combines situational awareness and improved target identification to reduce fratricide risk. Quick-fix devices employing currently available technology (I2 and thermal) will be followed by battlefield combat identification system (BCIS). BCIS is a millimeter wave question-and-answer friend identification device. Integration of BCIS and mid/far-term program with digitized battlefield being worked. BCIS testing will begin March FY95, with fielding decision made in FY97.

(POC - Mr. Hammond, DSN 680-5864/PROFS HAMMOND)

Integrated Meteorological System (IMETS): IMETS provides automation and communications support to USAF weather teams. System receives, processes, and collates forecasts, observations, and climatological data to produce weather forecasts and timely and accurate products. Fielding begins FY95.

(POC - Mrs. Hanks, DSN 680-3273/PROFS HANKSJ)

Longbow Apache: The Longbow Apache is a multi-mission helicopter. The Longbow system consists of a Multi Millimeter Wave Fire Control Radar, a Radio Frequency Interferometer and Longbow Hellfire missile. System provides a true fire-and-forget adverse weather capability. FUE is FY97.

(POC - Mr. Parker, DSN 680-4246/PROFS PARKERJ)

Up-Armored HMMWV: Vehicle will be produced in a Scout, MP, and an Air Force variant. System possesses increased ballistic protection against small arms fire, artillery airburst, small antipersonnel mines and unexploded artillery submunitions for the crew compartment. FUE FY95.

(POC MAJ Stevens, DSN 680-4419/PROFS STEVENS1)

M109A4 SP 155mm Howitzer: A product improved M109A2/A3. Kit improves NBC and RAM. Conversions ongoing.

(POC - Mr Ringler, DSN 680-3214/PROFS RINGLER)

M109A5 SP 155mm Howitzer: A product improved M109A4. Kit adds a modified armament system--same tube as Paladin allowing A5 to fire M203 charge and obtain 30km. Conversion ongoing.

(POC - Mr Ringler, DSN 680-3214/PROFS RINGLER)

M109A6 SP 155mm Howitzer (Paladin): A self-propelled, 155mm howitzer capable of self-locating, self-laying, with on-board automated fire control, increased range, responsiveness, reliability, and crew survivability. Complete fielding FY99.

(POC - Mr. Ringler, DSN 680-3216/PROFS RINGLERR)

M119A1 (Towed 105mm Howitzer): Air transportable and air dropable lightweight, towed howitzer with increased range and responsiveness. Complete fielding 4QFY95.

(POC Mr. Ringler, DSN 680-3216/PROFS RINGLERR)

Advanced Field Artillery Tactical Data System (AFATDS): A lightweight, distributed architecture computer network that provides command, control and fire direction functions for FA and coordination and planning functions for FS agencies. FUE FY97.

(POC - CPT Smith, DSN 680-2179/PROFS SMITHD)

Joint Tactical Ground Station (JTAGS): A transportable, in-theater element of the Tactical Event System (TES). Provides theater commander with capability to process and disseminate near real time warning of tactical ballistic missile (TBM) launches. FUE FY96.

(POC - CPT Jennings, DSN 680-2969/PROFS JENNINGK)

XM915/916 Dual Purpose Improved Conventional Munition (DPICM), 105mm Cartridge:

DPICM projectile has a submunition payload of 42 dual purpose XM80 submunitions with improved lethality and self-destruct fuze. XM915 is compatible with M119A1 howitzers and the XM916 is compatible with all 105mm howitzers. FUE 4QFY97/IOC 4QFY97.

(POC - Mr. Ringler, DSN 6803216/PROFS RINGLERR)

M4 Carbine: Lightweight, air-cooled, 30-round magazine fed weapon with collapsible buttstock. Eighty percent commonality of parts with M16A2. FUE FY95.

(POC Herm Schmidt, DSN 680-2415/PROFS SCHMIDTH)



120 mm Battalion Mortar System: Will replace 4.2 inch mortar. Max range 7200 meters/min range 200 meters. System procured in two configurations, towed version (M120) and carrier version (M121) mounted in M1064. FUE (M120) 4QFY93; FUE (M121) 1QFY95.

(POC - LTC King, DSN 680-3949/PROFS KINGM)

Javelin: Is a man-portable anti-tank system for the U.S. Army and U.S. Marine Corps. The system provides high lethality against conventional and reactive armor and will replace the Dragon. The Javelin is comprised of two major components: a reusable command and launch unit (CLU) and a missile sealed in a disposable launcher container. The CLU incorporates an integrated day/night sight and provides target engagement capability

in adverse weather. The CLU may be used in stand-alone mode for battlefield surveillance and target detection. FUE FY96.

(POC Walt Strieter, DSN 680-4280/PROFS STRIETEW)

Army PREPO Afloat (Pre-positioning of supplies and equipment): A component of the Army Strategic Mobility Program that includes sustainment supplies and equipment for a contingency corps, a humanitarian effort, a heavy brigade, and a port opening capability. Supplies include all classes needed to sustain deployed contingency corps units up to C+30. Humanitarian support and port opening ships provide watercraft, trucks, forklifts, cranes, container handlers, food, and shelter items. Heavy brigade ships have equipment and 15 days of sustainment supplies for 2 mechanized and 2 armor battalions. Heavy brigade ships on station 4QFY94.

(POC - Mr. Sova, DSN 6803005/PROFS SOVAJ)

Firefinder (FF) AN/TPQ-36 Block II: An improved counterfire radar that eliminates two 2 1/2 ton trucks and replaces them with two HMMWVs, trailers, upgrades to the shelter, and electronics package. System scheduled to be retrofitted with MAPS. FUE 2QFY96.

(POC - SFC Phillips, DSN 680-2178/PROFS PHILLIP3)

Army Tactical Missile System (ARMY-TACMS) Block Ia: A modification of the current Army-TACMS Block I, Block Ia will contain fewer bomblets and incorporate a global positioning system (GPS) assist to the inertial guidance system. The Block Ia will provide the capability to attack targets at ranges in excess of 300km. FUE FY97.

(POC - Mr. Hurst, DSN 680-2178/PROFS HURSTJ)

Enhanced Tactical Radar Correlator (ETRAC): A tactical mobile ground processor (normally at corps) for advanced synthetic aperture radar system (ASARS) data received from U-2R aircraft via a direct data downlink. ETRAC major function is to provide ASARS

imagery to Modernized Imagery Exploitation System for exploitation and target development. XVIII Abn Corps scheduled to receive 1st ETRAC in May 95. ETRAC is C-130 self-deployable. Second ETRAC is slated for 513th MI Bde supporting 3d Army in FY97.

(POC - John Waller, DSN 680-3441/PROFS WALLERJ)

Modernized Demolition Initiators (MDI) Set:

A modern replacement for conventional nonelectric blasting caps, detonation cord and firing devices. MDI will initially supplement and eventually replace current demolition firing systems. Will begin procurement and fielding in FY95.

(POC - LTC Volz, DSN 680-2286/PROFS VOLZR)

Wide Area Munition (WAM): WAM is a ground emplaced munition which detects and then attacks vehicle from the top at ranges of up to 100 meters. The hand emplaced version (HE-WAM) will be fielded in FY97.

(POC - LTC Volz, DSN 680-2286/PROFS VOLZR)

Selectable Lightweight Attack Munition (SLAM):

A lightweight, multipurpose munition which can be used as a magnetically fuzed mine, a tripline activated off-route mine, a timed demolition charge or as a command detonated device. When used as a mine it has a self destruct function. Available FY 96.

(POC-LTC Volz, DSN 680-2286/PROFS VOLZR)

Digital Topographic Support System (DTSS):

DTSS is a tactical, computer-based system which provides automated analysis of the terrain, allowing commanders to see the battlefield in a manner never possible for mission planning and execution. Seven low-rate initial production (LIP) systems are currently being fielded. First unit equipped occurred 10 Jun 94 with the DTSS being fielded to the Engineer Detachment, 1st Cavalry, Fort Hood, TX. No systems beyond the LIP will be procured. Redirection of program has taken place due to the advancement in technology. This advancement allows the DTSS to be combined

with the Quick Response Multi-color Printer in a downsized configuration which will be sheltered in a standard Army tactical shelter and mounted on a standard Army vehicle no larger than the HMMWV.

(POC - Mrs. Hanks, DSN 680-3443/PROFS HANKSJ)

Digital Topographic Support System/Quick Response Multi-color Printer (DTSS/QRMP):

The DTSS/QRMP program will combine what had previously been two separate systems into one downsized system capable of receiving, (re)formatting, creating, storing, retrieving, updating, merging, manipulating digital topographic data and hardcopy reproduction of topographic products. The system will provide the theater commander and his staff automated and integrated terrain products to enhance and compress the decision-making process across the operational continuum.

(POC - Mrs. Hanks, DSN 680-3443/PROFS HANKSJ)

All Source Analysis System (ASAS): A mobile, automated intelligence processing, fusion and dissemination system designed to provide timely, accurate and relevant all source intelligence and targeting support to Battle Commanders (Bn through EAC). Block I fielding continues, and a commercial variant will be fielded throughout the force to units not receiving a Block I system. Completion of Block I and commercial variant FY96.

(POC - CPT Harris, DSN 680-3274/ PROFS HARRISB)

TROJAN Special Purpose Integrated Remote Intelligence Terminal (SPIRIT) II:

Consists of satellite communications terminals for quick-reaction reporting, intelligence dissemination, and processing purposes to augment EAC and ECB in-theater communications. The system will receive, display, and transmit digital imagery, weather and terrain products, templates, graphics and text between CONUS/OCONUS bases and deployed forces. It supports Force Projection and split based operations. FUE 1QFY95.

(POC - CPT Harris, DSN 680-3274/PROFS HARRISB)

TROJAN Transportable Mini Switch (TTMS):

TTMS is a preplanned product improvement of the TROJAN SPIRIT II system. It provides a materiel solution to eliminate a single source of failure at the Fort Belvoir Switching Center. TTMS will further eliminate dual satellite hops and provide TROJAN SPIRIT II connectivity for intra and inter theater digital voice switching capability. Employed at theater level and handles up to twelve (12) TROJAN SPIRIT IIs. FUE is 2/3Qtr FY95.

(POC - CPT Harris, DSN 680-3274/PROFS HARRISB)

SOLDIER

The Army's most valuable resource is the Soldier. Regardless of how superior our leadership, weapons, and technologies might be, it is the soldier who is the backbone of the Army. We are providing a comprehensive program to modernize the soldier as a battlefield system and to maximize warfighting capabilities by enhancing lethality, command and control, survivability, sustainment, and mobility. Some of the Army's modernization initiatives include:



Enhanced Land Warrior (ELW): The total Army program for modernizing the soldier as a system. It includes all soldiers, and provides for acquisition of all items worn, carried or consumed by soldiers for individual use in a tactical environment. The ultimate result of ELW will be the full integration of the soldier into the digitized battlefield. ELW will produce three major variants of an integrated fighting system: Land Warrior for dismounted soldiers, Air Warrior for air crewmen, and Mounted Warrior

for armored vehicle crewmen. The dismounted system includes a modular weapon with thermal sight, improved ballistic protection, a soldier computer/radio, combat ID and other capabilities. Initial fielding is programmed to begin in FY99.

(POC - Mr Stefaniw, DSN 680-3117/PROFS STEFANII).

Soldier Enhancement Program (SEP): A quick reaction program initiated by Congress in 1990 to expedite modernization of infantry soldier equipment. The program has since been expanded to include all soldiers and to address quality of life issues in the field. The focus is on nondevelopmental solutions which can be ready for procurement in 36 months or less. By the end of 1994, 148 projects will have been initiated, and 41 completed. Eight new starts are programmed for FY95 including the individual soldier radio, the improved medium machine gun and improved face paint. The program includes small arms, optics, munitions, clothing and individual equipment, and individual combat rations.

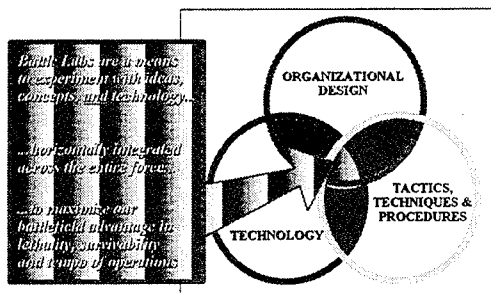
(POC - CPT Germain, DSN 680-2633/PROFS GERMAINJ).

Force Provider (FP): Transportable complex of kitchens, showers, laundries, billets, latrines and morale support items. Designed to improve a soldier's quality of life in the field, FP can also be used for humanitarian aid and disaster relief. One module can support approximately 550 soldiers/personnel. A Force Provider module is currently deployed to Guantanamo Bay for support and another has been pre-positioned in the Pacific.

(POC - CPT Hamilton, DSN 680-3039/PROFS HAMILTOA.)

BATTLE LABS

Maximizing our soldiers' battlefield advantage by breaking paradigms



Battle Labs are a United States Army Training and Doctrine Command (TRADOC) innovation to experiment with changing methods of warfare beginning with the battlefield dynamics and with soldiers and leaders as the center of focus.

The program was publicly announced in April 1992 and began in May 1992. The name is meant to convey the image of soldiers experimenting with warfighting concepts in order to generate battlefield insights.

Battle Labs conduct holistic appraisals of critical operational capability requirements needed to meet the changing nature of warfighting across all of the TRADOC domains—doctrine, training, leader development, organization design, materiel, and soldier systems. The appraisals are holistic in that they examine the needs of the entire combined arms and services team in a wide variety of relevant current and future scenarios. This, in turn, facilitates horizontally integrated requirements definition conducted concurrently with concept development which dramatically streamlines the entire process of fielding new capabilities.

Warfighting concepts generated from TRADOC Pamphlet 525-5, Future Full-Dimensional Operations, drive Battle Lab experiments. The experiments, labeled Advanced Warfighting Experiments (AWE), are progressive and iterative mixes of constructive, virtual and live simulations conducted with field soldiers and units in tactically competitive environments.

There are six battle labs:

Early Entry Lethality and Survivability Battle Lab is at Fort Monroe, Virginia.

Mounted Battle Space Battle Lab is at Fort Knox, Kentucky.

Dismounted Battle Space Battle Lab is at Fort Benning, Georgia.

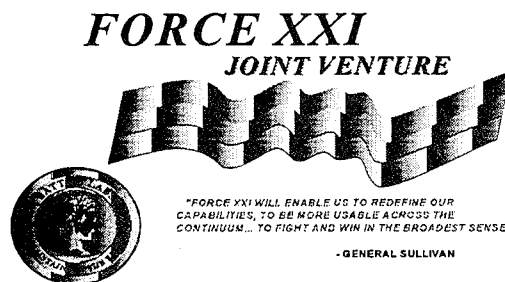
Depth and Simultaneous Attack Battle Lab is at Fort Sill, Oklahoma.

Battle Command Battle Lab has elements at Fort Leavenworth, Kansas, Fort Gordon, Georgia, and Fort Huachuca, Arizona.

The Combat Service Support Battle Lab is at Fort Lee, Virginia.

A Memorandum of Agreement between FORSCOM and TRADOC aligns designated units to each battle lab to facilitate experiments. A Memorandum of Understanding between TRADOC and the Marine Corps Combat Development Command (MCCDC) ensures full participation by the USMC in appropriate battle lab experiments. Battle Labs have also established close ties with the Air Combat Command, Air Mobility Command, Military Sealift Command, Naval Doctrine Command, and several allied armies.

(POC - BATTLE LABS MAJ EWING DSN: 680-5895/PROFS EWINGJ)



Force XXI Joint Venture uses TRADOC Pamphlet 525-5, Force XXI Operations, as its conceptual underpinning for the design of the 21st century Army. To meet the 21st century warfighting challenges, the Army will take aim at future doctrinal, structural and materiel needs without losing focus on today's strategic security requirements. The Army, through Force XXI, will examine organizational and technological alternatives and explore new ideas to ensure success on future battlefields. Key ingredients to implement this change are quality soldiers and leaders.

Joint Venture is one of the three axes in the Force XXI Campaign Plan; it will focus on the redesign of the operational Army. Joint Venture is the main effort in the Force XXI campaign plan and the CG, TRADOC, is CINC, Joint Venture. The TDA/Institutional Army axis and Assimilation/Acquisition axis are supporting efforts that are tasked with redesign of Title 10 supporting institutional and sustaining base Army and acquisition and assimilation of the technology to enable the concepts and designs from the Joint Venture axis. Joint Venture's mission is to develop and execute an Army-wide joint venture to attain Force XXI fielding decisions by FY2000. Joint Venture will design and validate Force XXI operating force elements by continuing robust advanced warfighting experiments (AWE).

Joint Venture will serve as the focal point for integration efforts directed towards developing the basic organization and operational concept for Force XXI and will inform the Army of the implications of full-dimensional operations. Joint Venture will do this on two axes of advance, a Conceptual axis and an Experimental axis.

Conceptual Axis: The Conceptual Axis is rooted in concepts outlined in TRADOC PAM 525-5. This pamphlet, "Force XXI Operations", will be the conceptual underpinning for all Force XXI experiments. The centerpiece of TRADOC PAM 525-5 is a 21st century Army, based on quality soldiers and leaders, in versatile mission-tailored units, enhanced by the power of information, superior technology, and effective battle command. As Force XXI is designed, considerable attention must be focused on a force that is modular in design and tailorable to meet contingencies from OOTW to conventional war. These concepts will result in development of Force XXI operating forces, starting initially with the division redesign and working up and down to examine and redesign all echelons, as necessary. Other key elements in the concept axis include the Army Battle Command System (ABCS) and a reengineering of the Land Warfare University.

Experimental Axis: The Experimental Axis initially follows the conceptual axis and each will inform the other through the course of Force XXI. Based on the results of Battle Lab experi-

ments to date and the emerging Force XXI Division Organization and Operation Plan, Advanced Warfighting Experiments (AWE) will be conducted to validate organizational designs. Participation by Battle Labs, the Experimental Force (ExFor), and other units/experimental agencies, beginning in FY95, will be critical. These hands-on experiments will address the full range of operations to include joint and combined operations. The results of LAM GHQx excursions, Advanced Concept Technology Demonstrations (ACTD), Advanced Technology Demonstrations (ATD), and Operational Tests also will influence organizational redesign and technological fielding decisions.

Conducting holistic appraisals of critical warfighting capabilities, the Battle Labs are changing the way the Army prepares for and wages war. Battle Labs experiment using constructive, virtual and live simulations to examine warfighting concepts across doctrine, training, leader development, organizational design, materiel and soldier systems (DTLOMS). The Battle Lab holistic review encompasses the entire combined arms and services team. This facilitates vertical and horizontal integration concurrently with concept development, thereby streamlining the acquisition process. To date, this process has developed the Commercial Space Package, Total Asset Visibility, 2d Generation FLIR and digitized communications and other systems which are already in the Army's Program Objective Memorandum (POM) and will greatly enhance the warfighting capabilities of the 21st century force projection Army.

The Battle Lab Integration, Technology and Concepts Directorate is responsible for Force XXI and Joint Venture actions at HQ TRADOC.

(POCs are LTC Greer/CPT McFadden
DSN680-4472/5749,PROFS
MON1(Greer)MON1(McFadden)).

Brigade 96 AWE: Brigade 96 will inform the design of the operating forces for Force XXI through experimentation with a fully digitized brigade. The brigade will provide digital information-age capabilities and connectivity to all battlefield operating systems within a brigade task force and connectivity to all external elements normally associated with a brigade in

combat operations. It will also use new organization concepts and develop, refine and analyze new information-age TTPs. The AWE will conduct constructive, virtual and live simulations against OPFOR in tactically competitive environments. The Brigade 96 will consist of four major phases. The first phase will consist of experimentation in FY 95 to develop TTP for brigade task force full-dimensional operations; refine information-age battle command processes; determine required organizational changes; identify training and leader development voids/implications; and provide feedback on digital technology needs. Phase two will use the FY 95 experimentation results to field a brigade-size force (BDE 96) from the EXFOR that is fully digitized with appliqué and embedded systems. Phase three is the execution of an NTC rotation in late 1996 or early 1997 to answer the Brigade 96 hypothesis. Phase four consists of feeding the results back into the Force XXI process leading to Force XXI design and fielding decisions and division full-dimensional operations.

Mobile Strike Force (MSF) 95: MSF 95 will inform the design of operating forces for Force XXI. It is an experimental unit with a staff of officers from the Command and General Staff College that fights a simulated 21st century division during the PRAIRIE WARRIOR Battle Command Training Program's exercise at Fort Leavenworth. CG, TRADOC, intent for MSF is to assist in building a land combat force from Battle Lab input. MSF will use organizational, materiel, and operational concepts derived from TRADOC Pam 525-5 that may not exist today in order to significantly increase lethality, survivability, and tempo of land combat in the 21st century. MSF 95 capitalizes on leaders who will be senior leaders and commanders of 21st century Army units. It will derive insights using an iterative process and constructive simulation to experiment with the output of Battle Labs across DTLOMS. Insights will inform Senior Army leadership on future investment decisions and focus an industrial base for the future. Additionally, it will assist in the streamlining of staff functions and provide insights to new operational relationships for Force XXI.

(POC - MSF LTC Greer, DSN 680-4472/PROFS MON1(Greerj))

Warrior Focus 96-02: One of the major initiatives leading to BDE 96 and Force XXI, WARRIOR FOCUS 96-02 will establish a baseline for the digitization of the dismounted soldier in a light-heavy-SOF Task Force organized with a light infantry battalion as its central element. The AWE will look across all Battle Field Operating Systems and concentrate on warfighting benefits to support Force XXI doctrine, equipment and tactics. It will capitalize on major initiatives and lessons learned from NTC rotation 94-07. The AWE will be conducted at the JRTC, Ft. Polk, LA in November 1995.

Atlantic Resolve/STOW-E: Atlantic Resolve/STOW-E is a EUCOM/USAREUR experiment that will integrate information-age technology into an operational corps headquarters to improve the commander's ability to see the battle, communicate his intent, and synchronize the battle. Synthetic Theater of War Experiment (STOW-E) will simultaneously exercise a Battalion Task Force in a live environment (Hohenfels maneuver box), a Battalion Task Force in a constructive environment (BBS), and a Battalion Task Force in a virtual environment (SIMNET). The BCBL(L) will assist USAREUR to explore ways to develop, integrate, and assess new command post initiatives. The experiment will focus on distributed decision-making using several projects. The major subordinate projects are: the tactical multi-media interface prototype (TMIP) which provides remote site video-teleconferencing, and the rear area conference network (RACN) which provides video-teleconferencing and automation for the COSCOM.

Focused Dispatch: Advanced Warfighting Experiment (AWE) Focused Dispatch represents a continuation of AWE 94-07. This experiment will evaluate processes and functions of digital connectivity between Fire Support, Intelligence, Combat Service Support and Battle Command in a battalion task force which will provide Tactics, Techniques and Procedures (TTP) insights for BDE 96. AWE NTC 94-07 provided many valuable insights and lessons learned that Focused Dispatch will use to further develop the mounted battle dynamic and its interaction with other combat arms and services. Coordination with other participating Battle Labs and functional area proponents is ongoing, ensuring functional digital connectivity across all BOS

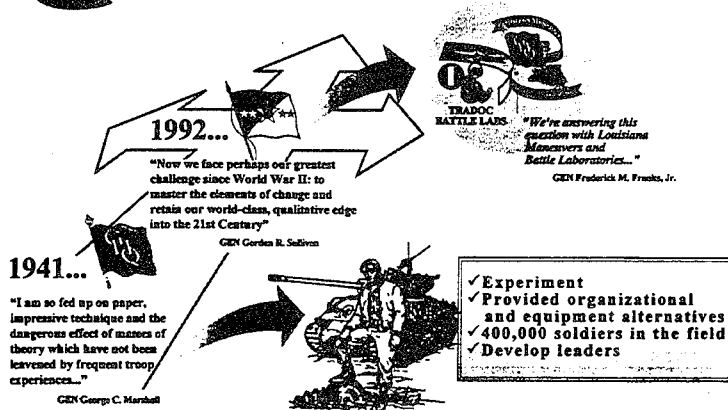
and new technologies that demonstrate increased warfighting capabilities. Focused Dispatch will use constructive, virtual and live simulations in its experimentation. Pre/Post Janus and SIMNET exercises will be used to develop and refine TTP associated with digitized, information-age warfare. Focused Dispatch, with the Mounted Battlespace Battle Lab as the lead, has begun experimentation work designed to follow-up emerging digital technologies and insights and will provide the Army an insightful look at full-dimensional digitized operations.

Theater Missile Defense: Theater Missile Defense (TMD) is a holistic review that will integrate National, Joint and Army capabilities into a cohesive tactical missile defense force able to counter the enemy across multiple phases of operations (pre-attack, attack and post-attack). TMD combines attack operations, active defense and passive defense operations into a robust C4I system. The synergy attained provides strategic effects, allowing no sanctuary for conventional and unconventional tactical and ballistic missile threat operations. TMD provides insights to other AWEs and BDE96 which will further enhance the survivability of Force XXI operating forces. It is being conducted by the Depth and Simultaneous Attack Battle Lab with participation from other battle labs and over 30 agencies. Its culminating event will occur during exercise Roving Sands at Ft. Bliss Tx, in May 1995.

LOUISIANA MANEUVERS



Crossroads ...



GEN Sullivan looked at the situation facing the Army of the 1990's and realized there was a parallel with the situation that faced GEN Marshall in 1941. The reality GEN Marshall faced then

- Imminent entry into WWII
- Large, untested Army
- Growing resources
- Difficulties with Congress, the Executive branch, & popular support

Today's reality that GEN Sullivan faces, while differing in detail, is just as wrenching ...

- World's pre-eminent Army
- New National Military Strategy ...

Force Projection Army

- Drawdown, declining resources
- Ambiguous threat

The tough challenge facing today's Army is meeting those realities while maintaining a strong and ready force. The Louisiana Maneuvers (LAM) of the 1990s provides the catalyst and focus for the difficult changes the Army is undergoing.

The Chief of Staff is the Director of LAM and the TRADOC commander is the Deputy Director. The Army's senior leadership provides direct input into the new Louisiana Maneuvers through their membership in the Board of Directors (BoD), the governing body chaired by the CSA. By this mechanism the major concerns of the senior leadership receive the necessary attention and action. Charged with managing the process, the Louisiana Maneuvers Task Force is the

linchpin for the process, coordinating and synchronizing the efforts of the agencies investigating LAM issues.

Louisiana Maneuvers is a process a means to an end. Issues are approved by the BoD and proponents are assigned from MACOMs. Each proponent studies the assigned issue using available simulations:

- Live (CTCs, FTXs)
- Constructive (computer models)
- Virtual (SIMNET is prime example)

The LAM process also incorporates lessons learned from real world operations. Basing their findings and recommendations on solid empirical evidence, the proponents assemble decision packages for their issues for the BoD, to whom they present courses of action. The BoD recommends a decision for each issue to the Chief of Staff for his approval and order for implementation.

With the advent of Force XXI, the CSA revised the scope for both the LAM process and the Task Force. Force XXI is geared toward the redesign of the operational force, the reengineering of the Title 10/TDA Army, and the programmatic of horizontal technical integration of the digitization of the Army. The LAM process is now primarily dedicated to the Force XXI vision, focusing the efforts on issues that will materially aid the move to Force XXI. The Task Force is the CSA's executive agent for Force XXI and is charged with managing the Departmental Force XXI synchronization and the Board of Directors process to actually bring change into reality as the move is made to fully embrace information-age technology.

(POC - LTC Thomson, Initiatives Group, Louisiana Maneuvers Task Force DSN 680-5327)

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